

Meeting

NORTH WALES CJC ECONOMIC WELL-BEING SUB-COMMITTEE

Date and Time

10.00 am, FRIDAY, 7TH NOVEMBER, 2025

Location

Wrexham University and virtually via Zoom

For public access to the meeting, please contact us

Contact Point

Rhodri Jones

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NORTH WALES CJC ECONOMIC WELL-BEING SUB-COMMITTEE

Voting Members

Councillors

Gary Pritchard	Isle of Anglesey County Council
Nia Jeffreys	Cyngor Gwynedd
Julie Fallon	Conwy County Borough Council
Jason McLellan	Denbighshire County Council
Dave Hughes	Flintshire County Council
Mark Pritchard	Wrexham County Borough Council

Co-optee Members – Non Voting

Edmund Burke	Bangor University
Professor Joe Yates	Wrexham University
Yana Williams	Coleg Cambria
Aled Jones-Griffith	Grŵp Llandrillo Menai
David Roberts	Chair of the Regional Skills Partnership
Edgar Wyn Owen	Eryri National Park

Constituent Council Chief Executives

Dylan Williams	Isle of Anglesey County Council
Dafydd Gibbard	Cyngor Gwynedd
Rhun ap Gareth	Conwy County Borough Council
Graham Boase	Denbighshire County Council
Neal Cockerton	Flintshire County Council
Alwyn Jones	Wrexham County Borough Council

Officers in Attendance

Alwen Williams	CJC Chief Executive / Portfolio Director
Iwan Evans	Monitoring Officer
Claire Incledon	Deputy Monitoring Officer
Dewi Morgan	Chief Finance Officer
Hedd Vaughan-Evans	Head of Operations
Nia Medi Williams	Senior Operations Officer

A G E N D A

1. ELECT VICE-CHAIR

To appoint a Vice-chair for 2025/26.

2. APOLOGIES

To receive any apologies for absence.

3. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

4. URGENT BUSINESS

The Chair shall propose that the minutes of the meeting held on 03 October 2025 be signed as a true record.

5. NORTH WALES GROWTH DEAL - QUARTER 2 PERFORMANCE AND RISK REPORT 5 - 32

To consider the report.

6. EXCLUSION OF PRESS AND PUBLIC

The Chair shall propose that the press and public be excluded from the meeting during the discussions on the following items due to the likely disclosure of exempt information defined in Paragraph 14 of Schedule 12A of the Local Government Act 1972: Information relating to the financial business affairs of any particular person (including the authority holding that information).

There is an acknowledged public interest in openness in relation to the use of public resources and related financial issues. It is also acknowledged that there are occasions, in order to protect the financial and commercial interests that matters related to such information need to be discussed without being publicised. The report deals specifically with financial and business matter and related discussions. Publication of such commercially sensitive information could adversely affect the interests of the bodies and the CJC and undermine the confidence of other Growth Deal participants in sharing sensitive information for consideration. This would be contrary to the wider public interest of securing the best overall outcome.

7. PORTFOLIO REVIEW 2

To present the findings of the second portfolio review undertaken.

8. VENUE CYMRU FUTURES - CONWY COUNTY BOROUGH COUNCIL

To present the Venue Cymru Futures Project Outline Business Case.



ECONOMIC WELL-BEING SUB-COMMITTEE

7th November, 2025

TITLE: North Wales Growth Deal – Quarter 2 Performance and Risk Report

AUTHOR: Hedd Vaughan-Evans, Head of Operations

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to present the Quarter 2 (July to September) Growth Deal report and updated Portfolio Risk Register.
- 1.2. Quarterly reporting on progress against the North Wales Growth Deal is a requirement of the Final Deal Agreement. Following consideration by the Economic Well-being Sub-Committee, the reports will be shared with Welsh Government, UK Government and the local authority scrutiny committees.

2. DECISION SOUGHT

- 2.1. That the Sub-Committee consider and note the Quarter 2 Performance Report and updated Portfolio Risk Register.
- 2.2. That the Sub-Committee approves the submission of the Quarter 2 Performance Report to Welsh Government and UK Government, as well as the local authority scrutiny committees.

3. REASON FOR THE DECISION

- 3.1. As stated in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. In December 2020, Ambition North Wales and the Welsh and UK Governments agreed the Final Deal Agreement for the North Wales Growth Deal.
- 4.2. Regular reporting on progress against the North Wales Growth Deal is a requirement of the Final Deal Agreement.
- 4.3. This report includes two appendices:
 - North Wales Growth Deal – Quarter 2 Performance Report
 - Portfolio Risk Register – September 2025
- 4.4. North Wales Growth Deal – Quarter 2 Performance Report
 - 4.4.1. The Quarter 2 performance report provides an overview of progress on the Growth Deal programmes and projects.

- 4.4.2. During the quarter, the Economic Well-being Sub-Committee approved two business cases. The Business Justification Case for the Sheep Milk Wales project (Glynllifon Rural Economy Hub) and the Full Business Case for the Advanced Wireless project.
- 4.4.3. The Economic Well-being Sub-Committee also approved two change request, one for additional Growth Deal investment for the Enterprise Engineering and Optics Centre project, and the other for a change in project scope for Responsible Adventure.
- 4.4.4. The Clean Energy Fund launched on the 10th of July with an event at the Grŵp Llandrillo Menai's Engineering Centre in Rhyl.
- 4.4.5. The first loan drawdown for the Cydnerth project was processed.
- 4.4.6. The Joint Venture Agreement with Welsh Government for the Parc Bryn Cegin project was completed and the procurement launched to appoint a main contractor.
- 4.4.7. The Ecological Mitigation Works contract between Denbighshire County Council and Jones Bros was signed and the initial site clearance works for the construction of two bat barns commenced.
- 4.4.8. The Quarter 2 performance report includes information on projects reporting against the portfolio delivery profile. Four projects are reporting as red at the end of the quarter and are subject to the portfolio review. The projects reporting red currently are:
- Holyhead Hydrogen Hub – Project under review whilst key outstanding matters and risks are discussed/resolved.
 - Western Gateway – Project under review, pending the assessment of the WELTaG Lite report.
 - Warren Hall – Project under review, pending the airfield safety case being fully assessed and agreed.
 - Holyhead Gateway – Project under review, pending the outcome of Stena Line's commercial negotiations with end user of new port areas.
- 4.5. Portfolio Risk Register – September 2025
- 4.5.1. The Portfolio Risk Register is updated on a regular basis by the Portfolio Management Office and reviewed by the Portfolio Board and the Economic Well-being Sub-Committee (previously the North Wales Economic Ambition Board) on a quarterly basis.
- 4.5.2. The risk register has been fully reviewed by the Portfolio Management Office, with changes recorded in the documents, including mitigating actions and the comments updated.
- 4.5.3. There was one change to the residual risks this quarter with the residual risk on 'Affordability' decreasing slightly.
- 4.5.4. While the risk profile has remained stable overall during the past quarter, the risk overall risk profile remains high with four red residual risks including private sector investment, spending objectives, planning and statutory consents and economic context.

5. FINANCIAL IMPLICATIONS

- 5.1. There are no financial implications arising directly from approving the decision sought in this report.
- 5.2. The revised delivery and expenditure profile approved by the Board is included in the quarterly report.

6. LEGAL IMPLICATIONS

- 6.1. There are no direct legal implications arising from the report.
- 6.2. Regular reporting on Growth Deal performance is part of the agreed governance framework and a key requirement of the Final Deal agreement.

APPENDICES:

Appendix 1	North Wales Growth Deal – Quarter 2 Performance Report
Appendix 2	Portfolio Risk Register – September 2025

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer:

“It is one of the key tasks of the Economic Well-being Sub-Committee to monitor progress and risks. The Sub-Committee needs to consider the register and satisfy itself that it constitutes an accurate reflection of the risk status and that mitigation actions are being addressed.”

ii. Statutory Finance Officer:

“I am satisfied that the report is a fair reflection of the financial situation of Ambition North Wales during quarter 2. Implementing the decision sought will not create a new spending commitment. I will continue to assist the Portfolio Management Office in managing the relevant risks.”

North Wales Growth Deal Quarterly Performance Report

2025-26 Quarter 2 (July - September 2025)



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01 PORTFOLIO DIRECTOR SUMMARY

This quarter the Economic Well-being Sub-Committee approved two business cases. The Business Justification Case for the Glynllifon Rural Economy Hub Sheep Milk Wales project, and the Full Business Case for the Advanced Wireless project. The Sub-Committee also approved two change requests, one for additional Growth Deal investment for the Enterprise Engineering and Optics Centre project, and the other for a change in project scope for Responsible Adventure. The Sub Committee approved a report to extend the scope of the Land and Property Programme to include transport projects.

The Clean Energy Fund was launched on the 10th July with an event at the Grŵp Llandrillo Menai's Engineering Centre in Rhyl. Over 90 stakeholders attended the event, with an address from Rebecca Evans, Cabinet Secretary for Economy, Energy and Planning. Expressions of Interest are open for the fund, with promotional activities underway.

During August we launched the opportunity for two **Non-Executive Advisors for the Business Advisory Board**. Seeking two private sector leaders to shape the future of our regional economy through the creation of a new Business Advisory Board, a rare opportunity to play a defining role in the region's growth – helping to establish the Board, recruit its members, and provide the strategic leadership that will guide transformative investment and economic development. Interviews have taken place during September, with a recommendation for the appointment due to be presented to the Economic Well-being Committee in October.

We processed the first drawdown of funding for the Cydherth project. We completed the Joint Venture Agreement with Welsh Government for **Parc Bryn Cegin, Bangor**, with procurement launched to appoint a main contractor.

The Ecological Mitigation Works contract between Denbighshire County Council and Jones Bros has been signed and the initial site clearance works for the construction of two bat barns has commenced.

The Digital Programme has continued with market engagement for the Advanced Wireless project in preparation for completing the grant scheme design. The procurement for the LoRaWAN gateways required for the LPWAN project is complete with initial purchases and subsequent gateway installation to proceed early next quarter..

Work has been ongoing with reserve list projects, with the aim of bringing forward four reserve list projects for a decision to the Economic Well-being Sub Committee in early October.

During July we welcomed the National Infrastructure Commission for Wales to North Wales. With opportunities to discuss both challenges and opportunities in the region, visiting some key infrastructure sites including Holyhead Port, Prosperity Parc and Parc Cybi. It was an opportunity for us to highlight the potential our region holds, now and into the future.

We attended the Eisteddfod in Wrexham, hosting a stand within Pentref Wrecsam. We had the opportunity to talk to a number of people on our stand yesterday, with engaging activities promoting the region for children.

We launched a recruitment campaign to bring in additional capacity within the team. Catherine Evans has started in post as our first Engagement Manager within the Digital Programme. Recruitment to the remaining roles will continue to the end of the year.



Alwen Williams
Chief Executive
Ambition North Wales

02 PROJECT DELIVERY DASHBOARD

	Projects in Delivery (funding committed)	Approved not yet in delivery (funding committed)	Developing business cases (funding ringfenced)	Under Review (funding ringfenced)	Reserve List (unallocated funding)
Number of Projects	6	6	3	4	21
Growth Deal Funding Allocation (£234.85*)	£55.84m	£51.52m	£14.93m	£61.95m	£50.61m
Total Investment	£127.46m	£160.43m	£35.01m	£312.59m	£359.36**
Jobs	836	461	1,048	1,268	920**

* Growth Deal funding shown here does not include £5.15m allocated towards Portfolio Management Office costs

** Figures represent the balance of the target to be met by Reserve List projects

02 BENEFITS DASHBOARD

Job Creation (Target 4,000 new jobs)



New Jobs (Direct and Indirect)

49



Construction Jobs

49



Safeguarded Jobs

TBC

Investment (Target: £1bn Total Investment)



Growth Deal Investment

£23,164,812.52



Total Investment

£25,040,328.17



Revenue Secured

£5,067,058.09

Wider Benefits

Capital Income Leveraged

£81,016.80

Floorspace Developed

2,349m²

Individuals engaged

1,499

Actions to strengthen local supply chains

18

Students completing qualifications

33

Individuals completing CPD training courses

229

O3 DIGITAL PROGRAMME PERFORMANCE

Programme Aim

Deliver the step change in digital connectivity needed to ensure North Wales is able to satisfy user demand, maintain pace with the rest of the UK, unlock the potential of priority sectors and sites and underpin a flourishing innovation ecosystem.



RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none">Recruitment for the first 4G+ project Engagement Manager is complete and the second has started this quarter with appointment due early October. Grant scheme design service developed, procurement is underway and due to be completed in October.Market engagement for the Advanced Wireless project has continued in preparation for completing the grant scheme design.Procurement for the LoRaWAN gateways required for the LPWAN project is complete with initial purchases and subsequent gateway installation to proceed in early quarter 3.The Programme has a new Senior Responsible Owner, Ian Jones, Interim Chief Officer Economy and Planning, Wrexham County Borough Council.



Cllr. Nia Jeffreys
Lead Member



Ian Jones
Senior Responsible
Owner



Stuart Whitfield
Programme
Manager



Delivering to Plan with only minor issues to address (no action required)



Delivery behind schedule and /moderate issues to address (management action in place)



Delivery significantly behind schedule and/or significant issues to address (urgent action required)

O3 DIGITAL PROGRAMME PERFORMANCE

Project (Project Sponsor)		Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Digital Signal Processing Centre Bangor University		<ul style="list-style-type: none"> Project in Delivery 	<ul style="list-style-type: none"> 50% of expenditure for the final phase of equipment is complete with remaining items due by March 2026. 	<ul style="list-style-type: none"> Delivery of further equipment. Launch of structured regional business engagement. 		<ul style="list-style-type: none"> Final phase of purchasing underway. Project is behind target on additional grant capture.
Connected Key Sites and Corridors Ambition North Wales	4G+	<ul style="list-style-type: none"> Approved not yet in delivery 	<ul style="list-style-type: none"> Procurement and start of grant scheme design. Recruitment of Engagement Manager role. 	<ul style="list-style-type: none"> Recruitment of second Engagement Manager role. Completion of Grant Scheme design and scheme launch. 		<ul style="list-style-type: none"> Recruitment and Grant Scheme design are on track. First installation of small cell infrastructure has completed with commissioning due in Quarter 3 with a second deployment now being planned.
Connected Campuses Ambition North Wales	Advanced Wireless	<ul style="list-style-type: none"> Approved not yet in delivery 	<ul style="list-style-type: none"> Economic Well-being Sub-Committee approval of the Full Business Case 	<ul style="list-style-type: none"> Finalisation of Grant Scheme design. Recruitment of Project Manager and Engagement Manager. 		<ul style="list-style-type: none"> Recruitment underway for Engagement Manager role and Project Manager recruitment planned for Q3.
	LPWAN	<ul style="list-style-type: none"> Approved not yet in delivery 	<ul style="list-style-type: none"> Procurement of LoRaWAN gateways. Final LoRaWAN deployment plans to be submitted. 	<ul style="list-style-type: none"> Initial purchases and installation of gateways. Further LoRaWAN deployment plans to be submitted. 		<ul style="list-style-type: none"> LPWAN progressing with network design advanced and capital procurement being prepared.

04 LOW CARBON ENERGY PROGRAMME PERFORMANCE

Programme Aim

To unlock the economic benefits of transformational low carbon energy projects and position North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment.



RAG Status	Programme Manager Commentary
Amber	<ul style="list-style-type: none">Cydnerth - The first loan drawn completed in July and construction works underway.Smart Local Energy (Clean Energy Fund) - The fund was launched on the 10th July and is now open for Expressions of Interest. Continued promotion events underway.



Cllr Gary Pritchard
Lead Member



Dylan Williams
Senior Responsible
Owner



Meghan Davies
Programme
Manager



Delivering to Plan with only minor issues to address
(no action required)



Delivery behind schedule and /moderate issues to address
(management action in place)



Delivery significantly behind schedule and/or significant issues
to address (urgent action required)

04 LOW CARBON ENERGY PROGRAMME PERFORMANCE

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Cydnherth (Morlais) Menter Môn	Project in delivery	<ul style="list-style-type: none">First loan drawdown completed in JulyConstruction work underwayBenefits monitoring underway	<ul style="list-style-type: none">Second loan drawdown of funding planned for October 2025.		<ul style="list-style-type: none">Project has moved into delivery and is progressing well.
Egni Bangor University	Developing the Full Business Case	<ul style="list-style-type: none">Progression of RIBA stage 4 design workContinued development of Full Business Case	<ul style="list-style-type: none">Continue development of Full Business Case.Presentation the RIBA stage 4 design work.		<ul style="list-style-type: none">Project is amber due to delay while waiting for a decision on Freeport UK Government funding. Work is now progressing on the Full Business Case.
Smart Local Energy Ambition North Wales	Project in delivery	<ul style="list-style-type: none">Fund launched and open for Expressions of InterestPromotional events and engagementProgression of applications through to award	<ul style="list-style-type: none">Promotional events and engagement, including podcast recording.Progression of applications through to award.		<ul style="list-style-type: none">Project is green as Full Business Case has been approved and the fund launched.
Holyhead Hydrogen Hub Menter Môn	Project under review	<ul style="list-style-type: none">Ongoing discussion between Ambition North Wales, Welsh Government and Department for Energy Security and Net Zero moving closer to an outcome on securing and transferring £4.8m Department for Energy Security and Net Zero funds.Response on Department for Transport, Renewable Transport Fuel Obligation subsidy consultation to unlock offtake agreement; they will open for an additional round of consultation.	<ul style="list-style-type: none">Menter Môn continued engagement to attract offtakersPotential confirmation from DESNZ re. £4.8m		<ul style="list-style-type: none">RAG status remains red while key outstanding matters assist resolution: Department for Transport, Renewable Transport Fuel Obligation; Department for Energy Security and Net Zero £4.8m;

05 LAND AND PROPERTY PROGRAMME PERFORMANCE

Programme Aim

To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development. To deliver improvements that stimulate investment in sites and premises in the Port of Holyhead and the wider region. Enables other programmes by ensuring the right land and property infrastructure is available.



RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none">• Parc Bryn Cegin, Bangor – The query over subsidy support was resolved allowing the Joint Venture Agreement to be completed in late August and procurement of the main contractor to commenced early in September.• Wrexham Gateway – The pre application consultation completed and a hybrid Outline Planning Application was submitted for the Project in September.• Former North Wales Hospital, Denbigh – Construction of a package of ecological mitigation works on site commenced in July and these are aiming to complete in March 2026.



Cllr Jason McLellan
Lead Member



Andrew Farrow
Senior Responsible
Owner



David Mathews
Programme
Manager



Delivering to Plan with only minor issues to address
(no action required)



Delivery behind schedule and /moderate issues to address
(management action in place)



Delivery significantly behind schedule and/or significant issues
to address (urgent action required)

05 LAND AND PROPERTY PROGRAMME PERFORMANCE

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Western Gateway, Wrexham Wrexham County Borough Council	Project under review	<ul style="list-style-type: none"> The draft WELTaG Lite report has been issued by WSP and the draft recommendations are being considered by the Projects partners. 	<ul style="list-style-type: none"> The final WeLTAG Lite report by WSP will be issued. 		<ul style="list-style-type: none"> The red rating reflects the position of the project being placed under review pending the assessment of the WELTaG Lite report and the decision of the Council and Welsh Government on the project proceeding.
Warren Hall, Broughton Welsh Government / Ambition North Wales	Project under review	<ul style="list-style-type: none"> Final Airfield safety case report was shared with Airbus UK. WG and their consultants to follow up with meeting with Airbus to agree the content and safety case for development on Warren Hall. 	<ul style="list-style-type: none"> Welsh Government consultant's report formally approved by Airbus UK. 		<ul style="list-style-type: none"> Project risk rating at red, pending the airfield safety case being fully assessed and agreed by Airbus UK. Rating also, reflecting current delivery timeline and the uncertainty regarding delivery of benefits.
Former North Wales Hospital, Denbighshire Jones Bros (Ruthin) Limited / Denbighshire County Council	Approved not yet in delivery	<ul style="list-style-type: none"> The discussions for the Phase 1 Demolition and Remediation Works between the Council and their development partner have continued. Denbighshire County Council and Jones Bros commenced construction of a package of Ecological Mitigation Works in July following completion of the Bat Licence for the site with Natural Resources Wales. 	<ul style="list-style-type: none"> Phase 1 enabling works to commence in October through to December. This will permit demolition and clearance works to commence in January 2026. 		<ul style="list-style-type: none"> Risk rating remains amber due to the health and safety risks on site due to the condition of the buildings. There is still uncertainty over costs due to the challenging work environment and the difficulty of accurately assessing works.

05 LAND AND PROPERTY PROGRAMME PERFORMANCE

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Parc Bryn Cegin, Bangor Welsh Government / Ambition North Wales	Approved not yet in delivery	<ul style="list-style-type: none"> Subsidy control issue agreed. Joint Venture Agreement completed. Tender process commenced to appoint a main contractor. 	<ul style="list-style-type: none"> Complete Invitation to Tender at end of October and appoint main contractor in December. 		<ul style="list-style-type: none"> Green risk rating retained for the project as it is on schedule for start on site for March/April 2026. Construction timeline is still expected to be 12 months.
Holyhead Gateway Stena Line Ports Limited	Project under review	<ul style="list-style-type: none"> Stena have asked to pause the project development pending the outcome of their commercial negotiations with the offshore energy sector. 	<ul style="list-style-type: none"> On going engagement at Senior Management Level between Stena/Ambition North Wales/Anglesey Council/Welsh Government and UK Government to clarify Stena's intentions. 		<ul style="list-style-type: none"> Risk rating remains as red as negotiations with end user of new port areas to be completed prior to the project proceeding.
Wrexham Gateway Wrexham County Borough Council	Developing the Outline Business Case	<ul style="list-style-type: none"> Hybrid Outline Planning Application submitted by Consultancy Team in September 2025. Pre-app was submitted in July 2025 and completed consultation in August 2025. Professional team tender and evaluation by the Council to assist in appointment of a development partner and delivery of the projects Full Business Case ongoing during September. 	<ul style="list-style-type: none"> Development of the Outline Business Case by the Council to commence with the appointment of consultant. Further progress on site assembly anticipated. 		<ul style="list-style-type: none"> Risk rating as green given project is progressing to Outline Business Case/Outline Planning application stage. Steady progress being maintained.

06 AGRI-FOOD AND TOURISM PROGRAMME PERFORMANCE

Programme Aim

The Agri-food and Tourism Programme will optimise employment and training opportunities in North Wales by providing support facilities to ensure that the region has the skills needed to excel and become world leading. The Programme will also ensure prosperity through sustainably maximising our environment and landscape.



RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none">Responsible Adventure - The project team presented a Change Request to the Sub-committee in July to outline progress made against the requirements set at the Outline Business Case stage, the removal of the eBus element, the delivery pathway for the Business Case, and an initial proposal for a potential replacement concept to be developed and presented in more detail later in the year. All recommendations were endorsed by the Board.Tourism Talent Network - Progression of the build continues at the Portmeirion site. Zip World has experienced a slight delay due to an upgrade needed on the electricity supply for the site. Theatr Clwyd is near completion of their build.Glynllifon Rural Economy Hub - The Business Justification Case for the Sheep Milk Wales element has been Approved with delegated authority by Sub-Committee. Procurement for this element is nearing completion, marking a key step forward in project delivery.



Cllr Charlie McCoubrey
Lead Member



Sioned Williams
Senior Responsible
Owner



Elliw Hughes
Programme Manager



Delivering to Plan with only minor issues to address
(no action required)



Delivery behind schedule and /moderate issues to address
(management action in place)



Delivery significantly behind schedule and/or significant issues
to address (urgent action required)

06 AGRI-FOOD AND TOURISM PROGRAMME PERFORMANCE

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Glynllifon Rural Economy Hub Grŵp Llandrillo Menai	Approved not yet in delivery	<ul style="list-style-type: none"> Sheep Milk Wales BJC approved by Economic Well-being Sub-Committee. Procurement for the main build of the Sheep Milk Wales completed. Responses received on ITTs and cost engineering exercise underway. Planning and consents for Sheep Milk Wales completed. 	<ul style="list-style-type: none"> Signed Funding Agreement for Sheep Milk Wales. Finalised project costs. Dairy Development draft Business Justification Case. Planning for Hub to be submitted. Full Business Case for the whole project. First Claim to be submitted. 		<p>Amber rating due to project change request approval and main risks identified:</p> <ul style="list-style-type: none"> Planning for the hub Procurement process delays Financial implications of rising costs Timescales
Tourism Talent Network Grŵp Llandrillo Menai	Project in delivery	<ul style="list-style-type: none"> Claims continue on track. 7 Claims authorised. Builds progressing well at Portmeirion Final spoke discussions progressing Academi Croeso branding soft launch 	<ul style="list-style-type: none"> Signing of Memorandum of Understanding with National Trust Signing of back-to-back Funding Agreement with Zip World Academi Croeso official Launch at Theatr Clwyd. 		<p>Amber rating due to the following main risks identified:</p> <ul style="list-style-type: none"> Back-to-back agreement not signed with the other spoke. Slow progress with replacement spoke.
Responsible Adventure Zip World	Developing the Full Business Case.	<ul style="list-style-type: none"> Submission of Heritage Impact Assessment to Cyngor Gwynedd / CADW Removal of eBus network from the project Continued stakeholder engagement Preparation of Change Request documents Procurement closed for the Swing design. 	<ul style="list-style-type: none"> Change request for Forest World Masterplan Planning consent for the Swing Procurement route update Further stakeholder engagement 		<p>Amber rating due to the following risks:</p> <ul style="list-style-type: none"> Change in project scope Planning consent challenges Timescales delays

07 INNOVATION IN HIGH VALUE MANUFACTURING PROGRAMME PERFORMANCE

Programme Aim

To consolidate North Wales position as a powerful and innovative high value manufacturing cluster, building on existing specialisms and leading expertise to create a higher value, more diverse economic base that supports the transition to a low carbon economy.



RAG Status	Programme Manager Commentary
<div></div>	<ul style="list-style-type: none">The Enterprise Engineering and Optics Centre project is nearing completion. The new Plas Coch build has officially been named as CanfodAU. Procurement of the remaining equipment items is ongoing, Additional funding approved to enable enhanced offering and reduce time delays.The Centre for Environmental Biotechnology project is following proposed timescales with laboratory facilities at Henfaes now fully refurbished, further equipment is still to arrive. An underspend has been identified and site visit taken place to discuss opportunities.



Cllr David Hughes
Lead Member



Tony Ward
Senior Responsible
Owner



Elliw Hughes
Programme Manager



Delivering to Plan with only minor issues to address (no action required)



Delivery behind schedule and /moderate issues to address (management action in place)



Delivery significantly behind schedule and/or significant issues to address (urgent action required)

07 INNOVATION IN HIGH VALUE MANUFACTURING PROGRAMME PERFORMANCE

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Enterprise Engineering and Optics Centre Wrexham University	Project in delivery	<ul style="list-style-type: none"> The official name of the Plas Coch building has been revealed as CanfodAU. Joint event held at the Eisteddfod Genedlaethol to promote the project. Endorsement given to Optic focused change request for additional funds. Demolition of building at Plas Coch site to obtain final building certification for the EEOC building. Final design phase of the OpTIC refurbishment. Hydrogen lab planning application submission 	<ul style="list-style-type: none"> Completion of the evaluation report for Plas Coch equipment. Approval of Business Justification Case for Plas Coch equipment. Hydrogen lab planning approval. Procurement for the hydrogen lab Procurement for optic equipment. Start of Optic refurbishment. 		<ul style="list-style-type: none"> Project in delivery and on track No significant issue within project, project progressing well. Slight delay to project due to procurement/contract finalisation
Centre for Environmental Biotechnology Bangor University	Project in delivery	<ul style="list-style-type: none"> Site visit to Henfaes to see the full refurbishment of labs and equipment. Discuss options for the underspend identified for the project – this is due to lower than anticipated costs and contingency budget line. 	<ul style="list-style-type: none"> Procurement activity to conclude for items. Change request for identified underspend. Site visit 		<ul style="list-style-type: none"> Project nearing completion of delivery stage. Underspend identified within project which could implicate claim profile.

08 PROJECT PROGRESS TRACKER

Project		Consenting Stage				Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8
		Pre-application stage	Outline planning / Consent	Full planning / Consent	Conditions discharged	Determine the Project context	Preparing the Strategic Outline Case	Preparing the Outline Business Case	Approval of the Outline Business Case	Preparing the Full Business Case	Approval of the Full Business Case	Project implementation and monitoring	Project Evaluation
Digital Signal Processing Centre		No planning required				✓	✓	✓	✓	✓	✓	✓	
Connected Key Sites and Corridors	4G+	Consenting requirements TBC				✓	✓	✓	✓	✓	✓	🕒	
Connected Campuses	LPWAN	No consenting requirements				✓	✓	✓	✓	✓	✓	🕒	
	Advanced Wireless	No consenting at grant scheme level				✓	✓	✓	✓	✓	✓	🕒	
Cydnherth (Morlais)		✓	✓	✓	🕒	✓	✓	✓	✓	✓	✓	✓	
Egni		✓	✓	🕒		✓	✓	✓	✓	🕒			
Smart Local Energy		No consenting required at fund level				✓	✓	✓	✓	✓	✓	✓	
Holyhead Hydrogen Hub		✓	✓	🕒		Project under review							
Holyhead Gateway		✓	✓	✓	🕒	Project under review							
Former North Wales Hospital		✓	✓	✓	🕒	✓	✓	✓	✓	✓	✓	🕒	
Western Gateway, Wrexham		🕒				Project under review							
Warren Hall, Broughton		🕒				Project under review							
Parc Bryn Cegin, Bangor		✓	✓	✓		✓	✓	✓	✓	✓	✓	🕒	
Wrexham Gateway		🕒				✓	✓	🕒					
Glynllifon Rural Economy Hub		✓				✓	✓	✓	✓	✓	✓	🕒	
Tourism Talent Network		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	
Responsible Adventure		✓				✓	✓	✓	✓	🕒			
Centre for Environmental Biotechnology		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	
Enterprise Engineering and Optics		✓	✓	✓	🕒	✓	✓	✓	✓	✓	✓	✓	

09 GROWTH DEAL GRANT EXPENDITURE PROFILE

			Portfolio Business Case 2024 Targets		Approved Project Business Case Targets			Actual	
			Jobs Created (net)	(£M) Total Investment*	OBC/ FBC*	Jobs Created (net)	(£M) Total Investment*	Jobs Created (net)	(£M) Total Investment*
Digital	Digital Signal Processing Centre (DSP)		33	2.96	FBC	40	2.96	25	2.15
	Connected Key Sites and Corridors	4G+	82	10.04	FBC	29	10.15	0	0.05
	Connected Campuses	LPWAN	20	39.04	BJC	20	1.14	0	0
		Advanced Wireless	165		FBC	200	37.6	0	0
Low Carbon Energy	Cydnerth (Morlais)		233	13.87	FBC	230	13.8	5	5.36
	Egni		49	3.94	OBC	49	3.94	n/a	n/a
	Smart Local Energy		177	102.00	FBC	193	70	2	0.13
	Holyhead Hydrogen Hub		20	28.77	n/a	n/a	n/a	n/a	n/a
Land and Property	Western Gateway, Wrexham		360	43.36	n/a	n/a	n/a	n/a	n/a
	Warren Hall, Broughton		445	69.76	n/a	n/a	n/a	n/a	n/a
	Former North Wales Hospital, Denbigh		70	94.70	FBC	70	74.34	0	0
	Parc Bryn Cegin, Bangor		47	6.62	FBC	54	17.91	0	0
	Holyhead Gateway		647	170.70	n/a	n/a	n/a	n/a	n/a
	Wrexham Gateway		150	14.37	n/a	n/a	n/a	n/a	n/a
Agrifood and Tourism	Glynllifon Rural Economy Hub		92	16.79	BJC (partial)	106	19.29	0	0
	Tourism Talent Network		68	19.03	FBC	68	19.03	0	3.0
	Responsible Adventure		175	12.40	OBC	290	16.7	n/a	n/a
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre		78	18.12	FBC	90	18.12	2	10.74
	Centre for Environmental Biotechnology		65	3.46	BJC	180	3.46	8	1.48
Portfolio Management Office Costs				5.15			5.15	7	2.18
Growth Deal Portfolio Total			Targets		2 OBC 12 FBC	Approved		Delivered	
			3,576	1,123		1,619	313.59	49	25.54

* Total investment shown here includes Portfolio Management Office costs but not the reserve list project
OBC – Outline Business Case, FBC – Full Business Case
Data includes OBC and FBC approved information.

10 GROWTH DEAL PROJECTS: GROWTH DEAL CAPITAL FUNDING ALLOCATION PROFILE

Programme	Project	Project Sponsor	Profile 25/26 (£m)	Actual YTD (£m)	Variance (£m)*	Rationale
Digital	Digital Signal Processing Centre	Bangor University	0.00	0.00	0.00	Awaiting on the final claim for the DSP project, Connected Key sites and Corridors and Connected Campuses have the business cases approved, and will start claiming during the year.
	4G+ - Connected Key Sites and Corridors	Ambition North Wales	0.98	0.00	-0.98	
	Connected Campuses	Ambition North Wales	0.80	0.00	0.00	
Low Carbon Energy	Cydnerth (Morlais)	Menter Môn	4.43	5.36	0.93	The first loan drawdown for the Cydnerth project has been processed. The Smart Local Energy project launched in July and started claiming.
	Egni	Bangor University	1.97	0.00	-1.97	
	Smart Local Energy	Ambition North Wales	3.00	0.13	-2.87	
Land and Property	Former North Wales Hospital, Denbigh	Ambition North Wales	3.47	0.00	-3.47	The Former North Wales Hospital and Parc Bryn Cegin projects are moving into delivery and will start claiming in 2025/26.
	Parc Bryn Cegin, Bangor	Ambition North Wales	3.93	0.00	-3.93	
Agri-food and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.00	0.00	0.00	The Sheep Milk Wales BJC has been approved. The Tourism Talent Network have started claiming.
	Tourism Talent Network	Grŵp Llandrillo Menai	2.85	0.62	-2.23	
	Responsible Adventure	Zip World	2.30	0.00	-2.30	
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Wrexham University	4.28	0.93	-3.35	Claims submitted for the EEOC and CEB project.
	Centre for Environmental Biotechnology	Bangor University	0.25	0.39	0.14	
Portfolio Management Office Costs			1.35	0.41	-0.94	
Total			29.61	7.84	-21.77	

*Profile 2025/26 – Approved by the Economic Ambition Board
*Only includes project profiled or expected to spend during the financial year

APPENDIX A - PROJECTS SUMMARY

Growth Deal Projects Summary

	Project	Sponsor	Summary
Digital	Digital Signal Processing Centre (DSP)	Bangor University	The project will allow the DSP Centre to expand its presence and remit, integrating fully with the National Strategy Project (NSP) and enable the scaling of key assets including a 5G testbed, research capacity and state-of-the-art equipment.
	Connected Key Sites and Corridors	Ambition North Wales	This project aims to enhance the reliability and quality of mobile services on the main roads and rail routes in North Wales, enabling full-fibre services to key commercial sites across the region. Focussing on developing fibreoptic networks, which are essential for delivering 4G, 5G and gigabit capable broadband.
	Connected Campuses	Ambition North Wales	The project will accelerate the development of a range of digital connectivity options with a current focus at 18 key regional economic sites.
Low Carbon Energy	Cydnherth (Morlais)	Menter Môn	Investing in infrastructure to connect to the National Grid network and monitor marine environmental effects. This will enable an increase in the deployment of turbines by tidal developers and the generation of renewable energy.
	Egni (Low Carbon Energy Centre of Excellence)	Bangor University	Investing in the development of facilities at Bangor University and Menai Science Park, enhancing the North Wales and UK capabilities for innovation in low carbon energy and related areas, helping to create the conditions for new inward investment and business growth in the low carbon energy supply chain in North Wales.
	Smart Local Energy	Ambition North Wales	To help achieve renewable energy, decarbonisation and local ownership targets, the project will support innovative enabling projects and demonstrators that overcome market failures and unlock private and community sector investments in smart local energy solutions.
	Holyhead Hydrogen Hub	Menter Môn	This project will build a green hydrogen production facility at Parc Cybi, Holyhead, producing around 2000+kg/day of green hydrogen, supplying road, maritime and rail transport customers across North Wales.
Land and Property	Western Gateway, Wrexham	Ambition North Wales	Delivery of primary services to enable the site to be brought to the market for sale and development.
	Warren Hall, Broughton	Ambition North Wales	Delivery of primary services to enable the 65-hectare mixed use site to be bought to the market for sale and then development by the private sector.
	Parc Bryn Cegin, Bangor	Ambition North Wales	Provide industrial floor space to meet known demand for units.
	Former North Wales Hospital, Denbigh	Ambition North Wales	The Growth Deal funding will assist in the delivery of a cleared and remediated site with primary services to bring forward a mixed-use commercial and residential development
	Holyhead Gateway	Stena Line	Future proof the Holyhead Port by providing new deep-water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects.
	Wrexham Gateway	Wrexham County Borough Council	This project is a sustainable development of a vibrant regenerated area, creating a focal point to support business investment and a multi-modal transportation hub with links to active travel.
Agri-food and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	The vision is to create a distinctive, world-class Rural Economy Hub at Glynllifon, offering a range of facilities and services to strengthen and enhance the regional economy, specifically through growing the food and drink sector.
	Tourism Talent Network	Grŵp Llandrillo Menai	Future-proofing the pipeline of skills provision and increase commercial benefits from one of the most established sectors in the region. The talent network will stimulate public-private collaboration to coordinate action on skills and product development to transform and accelerate the growth of the tourism and hospitality sector in the region.
	Responsible Adventure	Zip World	A multi-element project as part of a sustainable and eco-tourism package including a new sustainable Cable Car, Slate Explorer including visitor viewing platform, Swing and an eBus Network.
Innovation in High Value Manufacturing	Centre for Environmental Biotechnology (CEB)	Bangor University	The Centre for Engineering Biotechnology will be a world-leading centre in the discovery and characterisation of novel extremophilic enzymes of industrial relevance. The Centre for Engineering Biotechnology will provide a strong foundation for attracting world-leading researchers, significant public and commercial research funding, and inward investment to Wales.
	Enterprise Engineering & Optics Centre	Wrexham University	The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable Small and medium-sized enterprises (SME's) and large businesses to work in partnership with Wrexham Glyndwr University on commercially driven research and development in optics, composites and hydrogen fuel cells.

APPENDIX B – RESERVE LIST PROJECTS SUMMARY

Project	Sponsor	Summary
North Anglesey Sites and Premises	Isle of Anglesey County Council	Delivering 2,200sqm of business space in North Anglesey creating at least 59 jobs, and leveraging the Freeport and low-carbon energy growth.
Peboc Gateway	Isle of Anglesey County Council	Unlocking 6,750sqm of business space in Llangefni, creating at least 186 jobs and maximising benefits of the Anglesey Freeport.
Venue Cymru	Conwy County Borough Council	A project that will expand facilities at Venue Cymru, boost jobs, cut carbon, and attract major shows, conferences, and cultural investment.
Project Prince Knauf	Knauf	Construction of 110kt rock mineral wool plant with submerged arc furnace (SAF), primarily to serve the UK and Ireland markets.
Society 5.0 Manufacturing & Capability Project	Wrexham University	Enhance the Enterprise Engineering and Optics Centre to enable industry to access further world-class high precision engineering resources.
Port of Mostyn	Port of Mostyn	Upgrading berth and regeneration of former industrial site.
Property Fund	Ambition North Wales	A Commercial Property Development Grant to close viability gaps for private sector developers of industrial and office property, with funding also available for similar public sector developments on a Joint Venture Agreement basis.
Business Gateway	Wrexham University	Serving as a bridge between Wrexham University and local industry, fostering collaboration, innovation, job creation and inclusive economic growth.
Parc Bryn Cegin Phase 2	WG/ANW	The delivery of a further 20,000 sq ft of employment units at Parc Bryn Cegin.
Innovation and Growth Fund	Ambition North Wales	To support North Wales businesses in agri-food, tourism, and high-value manufacturing to boost innovation, adopt new tech, and grow regional competitiveness.
Albert Gubay Business School	Bangor University	Construction of the Albert Gubay Business School at Bangor University.
Padeswood	Welsh Government	
Adventure Parc Snowdonia	Global Shred Ventures	Deliver a nationally significant new visitor experience on the site of the former Adventure Parc Snowdonia facility.
Queens Market Hotel Development	Denbighshire County Council	Provision of mid-range, mid size hotel - a key part of a wider masterplan that is currently being developed for the area.
Move on accommodation St Asaph Business Park	Denbighshire County Council	Development of high-tech industrial units on St. Asaph Business Park.
Bangor Health Hub	Cyngor Gwynedd	To develop an integrated Health and Wellbeing Hub in a vacant former shopping centre in the heart of Bangor city centre.
Quarry Battery	Quarry Battery Co.	A £300m Pumped Storage Hydro / BESS Hybrid scheme in North Wales.
Wrexham Gateway	Wrexham County Borough Council	To address viability and support delivery of the evolving Wrexham Gateway project.
Trawsfynydd	Cwmni Eginio / Cyngor Gwynedd	A scheme which will include a building to include office spaces, laboratory spaces (exact specification to be confirmed) and ancillary facilities (meeting space, café/canteen etc), to support the nuclear and low carbon energy industry together with the scientific community, located on Trawsfynydd Site.
New-H2	Wales and West Utilities	This project will help kick-start the hydrogen economy in North Wales by supporting and delivering a hydrogen hub to include the supply and use of hydrogen.
Kinmel Studios	Roger Morris	A project to support the film industry in North Wales.

NORTH WALES GROWTH DEAL PORTFOLIO RISK REGISTER

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R003	21/10/2020	Financial	Affordability	Portfolio Management Office	If projects increase in cost, there is a risk they may not go ahead or project scope may need to be scaled down	5	5	25	↔	Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage costs. Robust performance, risk and financial reporting arrangements will be established for all projects Once Project Business Cases are approved, any additional costs incurred will be the responsibility of the Project Sponsor and alternative funding options will be considered. PMO engaging with sponsors at project level to identify mitigation for cost increases Introduction of new projects introduces further potential for affordability risk, to be managed through business case develeopment.	N/A Monthly N/A Monthly N/A	PMO, Project Sponsor PMO PMO PMO	3	4	12	▼	Open	Risk reviewed. No changes to gross or residual risk scores. The residual risk rating remains high as costs have increased significantly since the Growth Deal was agreed in December 2020. While costs have stabilised at the moment, the Growth Deal funding from government is fixed at the amount agreed in 2020 therefore affordability remains a challenge for project. This is being managed on a project by project basis with some projects able to look at design changes, changes to deliver models and others needing to secure additional funding from other sources.	23/09/2025
R002	21/10/2020	Programme and Project Delivery	Delay	Portfolio Management Office	If there are delays to project delivery, there is a risk this could have an impact on the realisation of benefits or could result in projects not progressing.	5	5	25	↔	Routine reallocation of staff capacity to priority projects Monthly highlight reports to Programme Board with escalation routes to Economic Well Being Sub Committee Programme and project RAID logs in place to record risks and manage issues with mitigation managed at project level. Project business cases and implementation plans to clearly set out risks to project delivery and mitigations. PMO working with sponsors to identify opportunities to minimise delay and where delay is unavoidable minimise impact Quarterly reports to the Economic Wellbeing Sub-Committee and Portfolio Board with specific issues to escalate where necessary. PMO working with sponsors at project-level to identify opportunities to minimise delay and where delay is unavoidable minimise impact	Ongoing Monthly N/A Quarterly In place In place	PMO PMO PMO, Project Sponsor PMO, Project Sponsors	3	4	12	↔	Open	Risk Reviewed. No change to residual risk however minimising delays remains a priority for the PMO. Mitigating capacity risk (R001) will contribute to mitigation however progress is still affected by sponsors OBC and FBC approvals have addressed some delays. Use of PMO resources more flexibly has proven to be effective to accelerate business case development. Risk probability will reduce further if progress is sustained. A number of projects are experiencing delays which will impact on the timing of benefits realisation. Withdrawal of projects from the Portfolio which have experienced sustained delays reflects reduction in residual probability from 4 to 3. Selection of new projects has prioritised deliverability and low risk delay.	23/09/2025
R009	21/10/2020	Regulatory	Planning and Statutory Consents	Portfolio Management Office	If projects do not receive the necessary statutory consents and planning approval, there is a risk that projects will not be delivered and the benefits would not be realised.	5	5	25	↔	Project business cases will set out the consenting requirements for each project and the risks to project delivery Lead Role in PMO assigned for planning Continued engagement with project sponsors and consenting authorities to understand consenting process and risks with support provided where appropriate at project level Lessons learnt review to be delivered following project-level consenting delays Chair and/or Portfolio Director to write to consenting authorities highlighting the impact of delayed decisions when individual project risks are escalated. Refer back to Programme SRO to review risk/issue of Phosphate consenting affecting multiple projects to propose appropriate mitigation. For reserve list projects criteria on planning has been set prior to business case submission ie. no commitment of funding until business case approval	N/A N/A N/A In place As required N/A N/A	PMO, Project SROs PMO PMO PMO, Project sponsors Portfolio Director Programme SRO PMO	5	5	25	↔	Open	Risk Reviewed. The process to upgrade water treatment works to mitigate phosphates from their discharges is taking longer and this is now impacting planning applications. No Growth Deal projects affected yet but the Wrexham Gateway has had an outline application submitted. There is an emerging risk associated with SUDS/SABs potentially affecting consenting.Consenting remains a high risk and is being managed at a programme and project level within the Growth Deal.	23/09/2025
R007	21/10/2020	Financial	Private Sector Investment	Portfolio Management Office	If the private sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	5	20	↔	Continued engagement with Project Sponsors and private sector partners and coordination of funder/investors Development of robust project business cases and contractual agreements for Growth Deal funding New investment strategy in place to support PMO engage funders and secure private investment	N/A N/A In place	PMO, Project SROs PMO, Project SROs PMO	4	4	16	↔	Open	No change to residual risk. Securing the private sector investment for the Growth Deal remains a high risk however the position has improved with the creation of the reserve list and subsequent approved business cases. Risk also relates to R020 Subsidy Control.	23/09/2025

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R008	21/10/2020	Financial	Public Sector Investment	Portfolio Management Office	If the public sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	4	16	↔	All Ambition North Wales partners have signed up to the Growth Deal and Governance Agreement. Development of robust project business cases and contractual agreements for Growth Deal funding Support project sponsor applications for other public funding sources where appropriate	Complete N/A As required	NWEAB PMO, Project SROs PMO	3	4	12	↔	Open	Risk reviewed, no changes. A high number of approved FBCs led by public sector sponsors. Risk also relates to R020 Subsidy Control	23/09/2025
R010	21/10/2020	Reputational and Social Impact	Spending Objectives	Portfolio Director	If projects fail to deliver against the portfolio spending objectives, there is a risk that the Growth Deal may not meet its targets in relation to job creation, GVA and investment.	5	4	20	↔	Robust business cases will be developed for each programme and project in line with 5 Case Business Model and will need to set out contribution to portfolio spending objective targets Grant Funding Agreements to contractually commit sponsors to delivery of spending objectives, with regular reporting and monitoring to ensure early intervention where required. Portfolio review and change control process in place. New project process was completed in early 2025 with a reserve list of projects established (total of 21 projects - 17 new projects, and a further 3 projects moved to reserve list). Investment strategy has been developed and approved by the Economic Ambition Board.	N/A Ongoing N/A Complete In place	PMO, Project SROs PMO PMO PMO	4	4	16	↔	Open	No change to Gross and residual risk. While the creation of the Reserve List has mitigated the impact of projects withdrawn and provided momentum with recent business case approvals the risk remains high. Risk to be reviewed following 2025 Portfolio Business Case update	23/09/2025
R015	22/10/2020	Reputational and Social Impact	Benefits Realisation	Portfolio Management Office	If project benefits are not realised, there is a risk that the overall Growth Deal could fail to deliver the benefits set out within business case.	4	4	16	↔	Each programme and project will be responsible for benefits management through a Benefits Realisation Plan. Monthly highlight reports to Programme Board to monitor benefits realisation Procurement Principles adopted with focus on community benefits and social value Benefits Realisation guidance developed and being disseminated to project sponsors for use in project business cases Impact system launched and project teams trained.	N/A Monthly Complete N/A N/A	PMO, Programme and Project SROs PMO PMO PMO PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores. A recent assurance review highlighted the work of the PMO on benefits realisation as good practice which will ensure the structures and systems are in place to help projects realise and report on benefits realisation. Period for benefits realisation continues to reduce however emphasis on deliverability for reserve list projects minimised risk (see R002)	23/09/2025
R001	21/10/2020	Programme and Project Delivery	Capacity	Portfolio Director	If sufficient resources are not in place at portfolio, programme and project level, there is a risk that this could impact on the successful delivery of the deal	4	5	20	↔	Ambition North Wales approved Revenue budget to extend fixed term contracts. Additional procurement, finance, legal and technical capacity to be secured for projects and PMO as required. New consultancy framework to be established Q2 2025/26 PMO engage partners to ensure capacity for delivery and promote recruitment activity Recruitment over Q3/Q4 for Portfolio Director, Project Managers, and other new CJC Roles to increase resources supporting the PMO. Approval from both Governments to increase the top slice from to 2.15% and enabling PMO to draw down additional funding through Growth Deal budget and extend contracts as required PMO resources directed to priority projects to ensure FBC completion.	In place Ongoing Reviewed monthly In place In place In place	PMO PMO PMO, Project Sponsors PMO PMO PMO	3	4	12	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Procurement of additional specialist support e.g. procurement, project management etc is underway following PAR recommendation, residual probability to be reduced once support appointed across these functions.	23/09/2025
R006	21/10/2020	Environmental	Climate Change and Biodiversity	Portfolio Director	If projects do not take account of carbon emissions or biodiversity loss within project level assessments, there is a risk the portfolio could contribute towards the issues of climate change and biodiversity loss	4	3	12	↔	Position statement on Climate Change and Biodiversity adopted by the Economic Ambition Board. Project business cases to demonstrate delivery against the adopted the position. Methodology on how to take account of carbon emissions and biodiversity loss within project business cases now published and shared with all projects. Streamlined methodology for smaller and low risk projects developed with WLGA to be adopted	N/A N/A In place In place	NWEAB PMO, Project SROs PMO PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Roll out of methodology and associated training continues	23/09/2025

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R020	03/10/2022	Programme and Project Delivery	Economic Context	Portfolio Management Office	If there are significant changes to the UK economy (e.g. cost of living crisis and the energy security crisis), then the strategic and economic cases for programmes and projects may be adversely impacted	4	5	20	↔	Project business cases and implementation plans to clearly set out the case for projects and the risks to project delivery, including the impact of recent economic developments	N/A	PMO, Project Sponsors	3	5	15	↔	Open	Risk reviewed: No immediate changes however recent changes in global tariffs may present further risks. Increase in NI costs and minimum wage start in Q1 25/26 may impact supply chains across projects for construction and operation. Developing global issues affecting supply chains and energy market likely to affect costs in the short to medium term.	23/09/2025
R018	01/10/2020	Financial	Revenue Funding	Portfolio Management Office and Project Sponsors	If sufficient revenue funding is not in place to support the activities of the PMO and delivery of the Growth Deal, then project delivery and achievement of spending objectives and benefits may be impacted	4	5	20	↔	Economic Ambition Board approved Revenue budget to extend fixed term contracts. Longer term solutions continue to be investigated Partners and project sponsors responsible for sourcing revenue funding to support non-Ambition North Wales led projects PMO working to identify additional funding opportunities for Ambition North Wales led projects PMO capitalises salary costs associated with project delivery where appropriate and in line with guidance. Growth Deal top slice increased to 2.15%, allowing extension of Fixed term contracts SPF bid to 6 local authorities successful.	N/A N/A N/A N/A Complete N/A	PMO PMO, Project SRO PMO, Project SRO PMO PMO PMO	3	4	12	↔	Open	No changes to gross or residual risk scores. Budget for 2025/26 approved by the Economic Ambition Board in February 2025	23/09/2025
R019	01/10/2020	Programme and Project Delivery	Supply Chain & Skills Capacity	Portfolio Management Office	If the regional supply chain does not have the capacity to deliver projects, then projects' delivery could be impacted and regional benefits could be lower.	4	4	16	↔	Project business cases and implementation plans to clearly set out risks to project delivery and mitigations, including supply chain risks. RSP working with PMO to identify regional supply chain / skills challenges and identify mitigations Additional funding secured for skills activity Projects to conduct early market engagement where appropriate	N/A N/A In place N/A	PMO PMO PMO Project Sponsors	3	4	12	↔	Open	No changes to gross or residual risk scores. Close collaboration between the PMO and the RSP on skills and supply chain is key to reducing the probability of this risk. This is an ongoing activity to ensure the capacity and skills are in the region to take advantage of the opportunities through the Growth Deal.	23/09/2025
R020	26/04/2024	Regulatory	Subsidy Control	Portfolio Management Office	Link to Public Sector investment risk R008: If subsidy control assessments cannot be confirmed the approval of funding for projects may be delayed or jeopardised.	3	4	12	↔	Review options for no subsidy investment, e.g. commercial loans Address details and assessment with sponsors at earliest stage (Terms sheet) Legal advice commissioned early on all Subsidy Control assessments Subsidy Control lead and support allocated within PMO	As per SOC-FBC stages	Programme Managers	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores Challenges in completing 7 Principle assessments being supported by external specialist legal advice but these need to be addressed earlier in the assurance process, e.g. at Terms sheet stage pre OBC completion.	23/09/2025
R016	22/10/2020	Programme and Project Delivery	Assurance	Head of Operations	If agreed assurance processes are not followed, there is a risk that project approval could be impacted and could result in suspension/postponement of government grant payments.	3	5	15	↔	Integrated Assurance and Approval Plan (IAAP) agreed with Welsh and UK Government as part of Final Deal. Continued engagement with Welsh Government Assurance Hub to refine and update the Integrated Assurance and Approval Plan (IAAP) PMO assurance lead to coordinate delivery of assurance in accordance with the IAAP Streamlined approach to assurance introduced for new projects	Complete Quarterly N/A	PMO PMO PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores. An assurance review in October 2024 resulted in 4 recommendations to be undertaken by the PMO. An action plan will be put into place to address these.	23/09/2025
R017	22/10/2020	Financial	Financial Management	s151 Officer	If appropriate financial arrangements are not put in place, there could be a risk to the delivery of the deal, draw-down of the funding grant and allocation of funds.	3	4	12	↔	Ambition North Wales will utilise existing financial processes of Cyngor Gwynedd as the Host Authority. Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage finances Robust monthly performance, risk and financial reporting arrangements will be established for all projects Robust financial claims process established for the drawdown of funding	N/A N/A Monthly N/A	PMO PMO, Project SRO PMO, Project SRO PMO	2	3	6	↔	Open	No changes to gross or residual risk scores. Residual risk remains low due to the processes in place by Ambition North Wales and the funding agreements with project sponsors.	23/09/2025

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R014	22/10/2020	Financial	Fraud	Portfolio Director	If appropriate processes are not put in place and managed, there is a risk that the portfolio could be subject to fraudulent claims resulting in misuse of public funds	4	4	16	↔	Projects to have robust financial monitoring processes in place including due diligence checks on project sponsors and funding recipients. PMO to review claims and applications submitted before passing them onto accountable body for payment Code of conduct and conflicts of interest policy incorporated as part of Governance Agreement 2 Conflict of Interest Register maintained for all programmes, projects and advisory groups.	N/A N/A Complete N/A	PMO PMO Monitoring Officer PMO	2	4	8	↔	Open	No changes to gross or residual risk scores. Residual risk remains low due to the processes in place by Ambition North Wales. A further round of fraud training was held for the PMO and Business Delivery Board in May 2024. From 2025 projects in delivery will include grant/fund schemes will be managed according to PMO's approach to due diligence.	23/09/2025
R013	21/10/2020	Reputational and Social Impact	Political Change	Portfolio Director	If stakeholders are not managed effectively, there is a risk that political change could impact support for the portfolio, programme and projects.	4	4	16	↔	Frequent engagement with UK, Welsh Government and local government politicians and officials. GA2 and Final Deal agreement to confirm commitments of all parties. New members to be briefed on the Growth Deal Portfolio following change to the leadership. . Engagement with new Government Ministers	N/A Complete Complete Ongoing	Ambition North Wales, PMO Ambition North Wales PMO PMO	2	4	8	↔	Open	No changes to gross or residual risk scores. The risk remains low at present. Briefing with new UK ministers is ongoing. Senedd and local elections in 2026 and 2027 mean this risk may increase in the future.	23/09/2025
R021	26/04/2024	Programme and Project Delivery	Transition to CJC	Portfolio Director	Transition of PMO to CJC. If staffing and process arrangements are not managed effectively there is a risk that PMO operations and project delivery may be delayed	3	4	12	↔	TUPE consultation with staff Impact on policies and processes to be reviewed before full transition	Complete	Portfolio Director	2	3	6	↔	Closed	Risk reviewed. Transition completed April 25 No changes to gross or residual risk scores. Work underway to review potential impacts and agreement of policies and processes for the new CJC subject to Economic Ambition Board approval	24/06/2025